

AD-A154 515

LOGISTICS PLANS AND PROGRAMS UTILIZATION FIELD(U) AIR  
FORCE OCCUPATIONAL MEASUREMENT CENTER RANDOLPH AFB TX  
APR 85

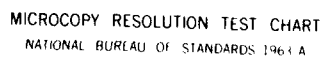
1/1

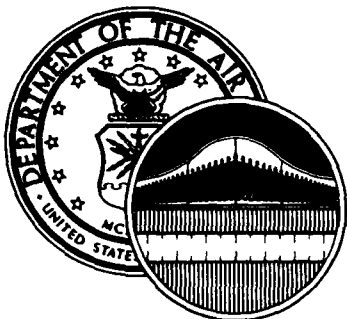
UNCLASSIFIED

F/G 5/9

NL

						END								
						FILED								
						DTIC								





UNITED STATES AIR FORCE

AD-A154 515

# OCCUPATIONAL SURVEY REPORT

DTIC  
ELECTE  
S JUN 5 1985 D  
E

This document has been approved  
for public release and sale; its  
distribution is unlimited.

LOGISTICS PLANS AND PROGRAMS

UTILIZATION FIELD

AFSC 66XX and 0046

AFPT 90-66X-472

APRIL 1985

DTIC FILE COPY

OCCUPATIONAL ANALYSIS PROGRAM  
USAF OCCUPATIONAL MEASUREMENT CENTER  
AIR TRAINING COMMAND  
RANDOLPH AFB, TEXAS 78150

DISTRIBUTION FOR  
AFSC 66XX OSR AND SUPPORTING DOCUMENTS

	<u>OSR</u>	<u>ANL</u> <u>EXT</u>	<u>TNG</u> <u>EXT</u>	<u>JOB</u> <u>INV</u>
AFHRL/MODS	2	1m	1m	
AFHRL/ID	1	1m	1m/1h	
AFLMC/XR	1		1	
AFMEA/MEMD	1	1h	1	
AFMPC/MPCRPO	2			
ARMY OCCUPATIONAL SURVEY BRANCH	1			
CCAF/AYX	1			
DEFENSE TECHNICAL INFORMATION CENTER	1			
HQ AAC/DPAT	3		3	
HQ AFCC/LGMMT	1		1	
HQ AFCC/MPPTT	3		3	
HQ AFISC/DAP	1			
HQ AFLC/MPCA	3		3	
HQ AFSC/MPAT	3		3	
HQ ATC/DPAE	1		1	
HQ ATC/TTQI	2		1	
HQ ESC/TTGT	1		1	
HQ ESC/DPTE	2		2	
HQ MAC/DPAT	3		3	
HQ MAC/TTGT	1		1	
HQ PACAF/TTGT	1		1	
HQ PACAF/DPAT	3		3	
HQ SAC/DPAT	3		3	
HQ SAC/TTGT	1		1	
HQ TAC/DPAT	3		3	
HQ TAC/TTGT	1		1	
HQ USAF/LEXX	1		1	
HQ USAF/MPPT	1		1	
HQ USAFE/DPAT	3		3	
HQ USAFE/TTGT	1		1	
HQ USMC (CODE TPI)	1			
LMEC/AN	1			
NODAC	1			
3400 TCHTW/TTGX (LOWRY AFB CO)	5	1	5	1
3507 ACS/DPKI	1			

m = microfiche only  
h = hard copy only

## TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE -----	iii
INTRODUCTION -----	1
History and Background -----	1
SURVEY METHODOLOGY -----	2
Development of the Survey Instrument -----	2
Survey Population -----	2
Training Emphasis Data Collection -----	2
Data Analysis -----	3
JOB STRUCTURE ANALYSIS -----	6
Overview -----	6
Job Group Descriptions -----	6
Summary of the Job Structure Analysis -----	17
SPECIALTY ANALYSES -----	29
Summary of Specialty Analysis -----	31
TRAINING ASSESSMENT -----	33
Summary of Training Assessment -----	34
WHOLESALE AND RETAIL ISSUE -----	36
BACKGROUND INFORMATION -----	37
Summary -----	42

## PREFACE

12 This report presents the results of a detailed Air Force occupational survey of the specialties within the Logistics Plans and Programs utilization field (AFSC 66XX and 0046). The project was requested by HQ AFMPC/ROS1, AFIT, and HQ USAF/LEXY for use in making decisions concerning resource management and training.

The survey instrument, USAF Job Inventory AFPT 90-66X-472, was developed by Mr. J. Bergman. The survey data were analyzed and the report written by First Lieutenant W. W. Roberts, with the assistance of Mr. J. Bergman and Ms. V. Frechel. This report has been reviewed and approved by Mr. Joseph S. Tartell, Chief, Management Applications Section, Occupational Analysis Branch, USAF Occupational Measurement Center.

This occupational survey program within the Air Force has been in existence since 1956 when initial research was undertaken by the Air Force Human Resources Laboratory (AFHRL) to develop the methodology for conducting occupational surveys. Computer programs for analyzing the occupational data were designed by Dr. R. E. Cristal, Manpower and Personnel Division, AFHRL, and were written by the Computer Programming Branch, Technical Services Division, AFHRL.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies may be obtained upon request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78150-5000.

PAUL T. RINGENBACH, Colonel, USAF  
Commander  
USAF Occupational Measurement  
Center

WALTER E. DRISKILL, Ph. D.  
Chief, Occupational Analysis Branch  
USAF Occupational Measurement  
Center

OCCUPATIONAL SURVEY REPORT  
LOGISTICS PLANS AND PROGRAMS UTILIZATION FIELD  
(AFS 66XX AND 0046)

INTRODUCTION

History and Background

The present Logistics Plans and Programs utilization field has its origins dating back to May 1956 when Production Procurement (AFS 6525) and Purchasing and Contracting (AFS 6444) specialties merged to form the 66XX utilization field. By September 1962, Procurement had separated into its own utilization field, leaving Logistics Plans and Programs (AFS 6624) by itself. In September 1964, the Logistics Staff Officer (AFS 6616) was created as a senior level AFSC for Logistics officers. Director of Logistics (AFS 0046) then branched from the Materiel Field in 1971 to function as senior staff advisors to commanders.

In this utilization field, Course G30LR6621000, Logistics Plans and Programs Officer, is the only ATC technical training offered. All personnel with AFSC 66XX may attend. This 5-week course trains Logisticians in the duties and responsibilities of retail-level logistics and is administered at Lowry AFB CO. Instruction in the area of wholesale logistics is obtained from several courses offered through the Air Force Institute of Technology at Wright-Patterson AFB OH. Ranging from 5 to 20 weeks in length, these courses are taken prior to assignment in a specific wholesale area or whenever feasible.

Accession For	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By _____	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A/1	



APPROVED FOR PUBLIC RELEASE; DISTRIBUTION UNLIMITED

## SURVEY METHODOLOGY

### Development of the Survey Instrument

The survey instrument used to collect data for this occupational survey was USAF Job Inventory AFPT 90-66X-472, dated October 1983. The job inventory was developed between May 1982 and April 1983 based on interviews with 297 officers at 28 locations. The survey instrument was validated in April 1983 at a workshop of Logistics Plans and Programs officers representing the Air Staff, MAJCOMs, and Separate Operating Agencies (SOA). The job inventory was composed of two sections. The first was a background section used to gather personal information, such as name, grade, time-in-service, and job interest. The second section was a task list, a collection of 1,071 task statements related to all aspects of the Logistics Plans and Programs utilization field.

### Survey Population

The officers in this survey were selected from the Uniform Officer Record File for November 1983. To be included, officers had to have been assigned to their present duty position for at least 60 days; not programmed for PCS, retirement, or discharge for at least 90 days; and possess one of the duty AFSCs listed below.

Logistics Plans and Programs Staff Officer	AFSC 6611
	AFSC 6616
Logistics Plans and Programs Officer	AFSC 6621
	AFSC 6624
Director of Logistics	AFSC 0046

From a total of 1,079 Logistics Plans and Programs officers, 977 met the criteria for inclusion in the survey sample. Completed job inventories were received from 906 personnel for a return rate of 93 percent, representing 84 percent of the assigned strength.

Tables 1, 2, and 3 compare the characteristics of the survey sample with the population characteristics of the utilization field. In all instances, the survey sample is representative of the population and is adequate to allow for valid inferences from the data.

### Training Emphasis Data Collection

In addition to completing the job inventory, a selected sample of Logistics Plans and Programs officers were asked to complete a second booklet containing the same tasks as the job inventory. These officers were asked to provide ratings, using the 10-point scale shown below, for those tasks they felt require structured training for entry-level personnel.



<u>Rating Scale</u>	<u>Training Emphasis Recommended</u>
	No structured training needed
1	Extremely low training emphasis
2	Very low training emphasis
3	Low training emphasis
4	Below average training emphasis
5	Average training emphasis
6	Above average training emphasis
7	High training emphasis
8	Very high training emphasis
9	Extremely high training emphasis

Structured training is defined as training provided by resident technical school, field training detachments, or formal OJT. Training emphasis data were collected from experienced Logistics Plans and Programs officers across the various specialties.

The interrater reliability of these respondents is high enough to indicate considerable agreement in regard to which tasks require some form of structured training. The average training emphasis rating given by these officers is 1.43, with those tasks having a rating of 2.99 or higher being substantially above average in training emphasis. This information can provide insight into training requirements.

#### Data Analysis

Initially, each respondent's time-spent ratings were converted to percent-of-time-spent data. This was done by adding all of a respondent's relative-time-spent ratings, the total representing all of an individual's job. The respondents used the following time-spent scale to make their ratings.

<u>Rating Scale</u>	<u>Amount of Time Spent</u>
1	Very small amount
2	Much below average
3	Below average
4	Slightly above average
5	About average
6	Slightly above average
7	Above average
8	Much above average
9	Very large amount

Each separate task rating was then divided by the total and the quotient multiplied by 100 to provide the relative-time-spent rating for each task.

This information is then used to organize similar jobs into groups. The program used for this automated job clustering is part of the Comprehensive Occupational Data Analysis Program (CODAP) package for job analysis. All job descriptions are compared to each other for relative-time-spent on each task in the inventory. Two job descriptions having the most similar ratings are located by the program and combined to form a group. In successive iterations, other job descriptions are added to the existing group or new groups are created. This comparing and combining continues until all groups and individuals have combined to form the total survey sample.

Analysis of the clustering data enabled identification of many characteristics inherent to the Logistics utilization field. Specific jobs and their particular attributes were extracted, as well as those tasks performed by the same respondents. Task and respondent characteristics pertinent to special functional requirements were also identified.

TABLE 1  
DISTRIBUTION BY MAJOR COMMAND

<u>MAJCOM</u>	<u>PERCENT OF ASSIGNED (N=1,079)</u>	<u>PERCENT OF SAMPLE (N=906)</u>
AFLC	26	27
TAC	12	11
SAC	8	11
USAFE	10	10
MAC	6	6
HQ USAF	4	6
AFSC	5	5
PACAF	5	4
ATC	7	2
NATO	*	2
AFCC	*	1
EUCOM	*	1
CENTCOM	*	1
DLA	*	1
SPCMD	*	1
OTHER	11	11

\* Denotes less than 1 percent

TABLE 2  
DISTRIBUTION BY GRADE

<u>GRADE</u>	<u>PERCENT OF ASSIGNED (N=1,079)</u>	<u>PERCENT OF SAMPLE (N=906)</u>
COLONEL	14	15
LIEUTENANT COLONEL	19	23
MAJOR	29	26
CAPTAIN	27	27
LIEUTENANT	11	9

TABLE 3  
DISTRIBUTION BY SPECIALTY

<u>DUTY AFSC</u>	<u>PERCENT OF ASSIGNED (N=1,079)</u>	<u>PERCENT OF SAMPLE (N=906)</u>
661X	54	47
662X	32	32
0046	14	21

## JOB STRUCTURE ANALYSIS

### Overview

For the Logistics Plans and Programs utilization field, 906 individual job descriptions were compared to identify the structure of jobs. The analysis identified four large clusters (a cluster being a group of related jobs), six smaller clusters, and seven independent job groups. Table 4 lists the clusters and job groups, with the number of officers and percentages of the total sample those officers represent in each. Table 5 shows the percentage of job time spent by respondents in each cluster or job group performing tasks in each of the job inventory duties.

From the identification of the different jobs and large number of tasks performed, it is apparent this utilization field has a wide range of responsibilities. Senior staff level personnel (618) greatly outnumber the company-grade officers (288) in this sample, making this a top-heavy group of officers. This is due to many officers (33 percent) cross training into the field and the managerial work performed.

Due to the nature and level of work accomplished in Logistics, much time is spent performing supervisory and staff tasks by most of the respondents. There are five tasks performed by 75 percent or more of the total sample. Those task are as follows:

- Draft or write messages or letters
- Attend logistics-related meetings, conferences, or working groups
- Review incoming correspondence
- Prepare briefings
- Conduct briefings

There are no technical tasks performed by more than 42 percent of the survey respondents.

A major topic for discussion among Logisticians centers on the division between wholesale and retail logistics jobs. The data indicate a substantial difference in the two areas, with some jobs clearly emphasizing the wholesale side (see Table 9). This issue heavily impacts training and manning requirements and will be analyzed in greater detail in the TRAINING ASSESSMENT section of this report.

### Job Group Descriptions

This section provides some details about each of the clusters and job groups. In describing the groups, the information provided will include a brief summary describing respondents and tasks which illustrate the nature of

the job performed. Cluster descriptions will also include a list of the jobs that come together to form the cluster. The order in which the jobs are presented is a result of the hierarchical clustering analysis program. The job inventory with the lowest case control number, 0001, was completed by an incumbent performing a mobility job.

MOBILITY (GPO329). The Mobility cluster consists of five jobs which represent 15 percent of the survey sample. The jobs comprising this cluster are:

- Wing Mobility Officers
- Installation Mobility Officers
- Chief of Wing Contingency Planners
- MAJCOM/NAF Contingency Planners
- MAJCOM Plans and Evaluation Officers

The majority of officers in this cluster hold DAFSC 6616 (58 percent), while only 3 percent hold DAFSC 0046. Incumbents perform an average of 196 tasks and most are assigned to SAC (31 percent), TAC (24 percent), MAC (14 percent), and USAFE (9 percent).

The average logistics experience is 31 months in wholesale and 55 months in retail logistics. Ninety-one percent are currently in a retail logistics job. Most (61 percent) of these officers are currently assigned at wing level. Indicators of job satisfaction for respondents in the Mobility cluster show interest, utilization of talent and training, and sense of accomplishment gained from work are average when compared to all other respondents in the sample (see Table 10).

These respondents spend a substantial portion of their time performing mobility (25 percent) and supervisory (24 percent) tasks. Listed below are some representative tasks of the job performed:

- Resolve logistics support problems during exercises or deployments
- Analyze war or contingency plans for taskings
- Direct or serve in Mobility Control Center (MCC) during exercises or deployments
- Analyze exercises or deployment after-action reports
- Request logistics inputs from functional areas, such as supply or transportation

RESOURCE PLANS (GPO461). This small cluster represents 4 percent of the survey sample and is formed from the following jobs:

- Tactical Exercise and Deployment Planners
- DCS Tactical Exercise and Deployment Planners

Resource Plans officers are divided in regard to DAFSC, with 44 percent holding DAFSC 661X, 33 percent with DAFSC 662X, and 23 percent with DAFSC 0046. They perform an average of 405 tasks, the most of any group, and are assigned to USAFE (31 percent), TAC (18 percent), MAC (13 percent), and SAC (10 percent).

The average logistics experience is 39 months in wholesale and 82 months in retail. Ninety-two percent are currently in a retail logistics job. Most of these incumbents (56 percent) are assigned at wing level. For these respondents, the indicators of job satisfaction (interest, utilization of talent and training, and sense of accomplishment gained from work) are average.

The tasks below represent the type of job performed by Resource Plans officers:

- Request logistics inputs from functional areas, such as supply or transportation
- Analyze time-phased force and deployment list (TPFDL) or time-phased force deployment data (TPFDD)
- Approve or disapprove inputs to directives, regulations, or manuals
- Participate in deployment, redeployment, or exercise planning meetings
- Coordinate with functional area personnel for logistics support at new locations

WING RESOURCE MANAGEMENT (GPO241). This group of officers represents 2 percent of the survey sample. The majority of these respondents hold DAFSC 662X (60 percent). Incumbents perform an average of 170 tasks and the majority are assigned to USAFE (53 percent).

The average logistics experience is 28 months in wholesale and 44 months in retail, with all incumbents currently performing a retail logistics job. Many (46 percent) are assigned at wing level. Job satisfaction indicators show that utilization of talent and training are average and job interest is fairly high; but, sense of accomplishment gained from work is fairly low.

Listed below are some tasks which represent the type of job the Wing Resource Manager performs:

- Analyze budgeting requirements
- Allocate or designate use of equipment or supplies
- Coordinate with cost center on financial or budget matters
- Develop budget estimates
- Allocate or distribute funds

TABLE 7  
QUALIFICATION OF SURVEY RESPONDENTS IN EACH JOB GROUP

JOB GROUP	PERCENT OF EACH JOB GROUP				
	DAFSC 6611	DAFSC 6616	DAFSC 6621	DAFSC 6624	DAFSC 0046
MOBILITY	25	33	14	25	3
RESOURCE PLANS	18	26	13	20	23
WING RESOURCE MANAGEMENT	13	20	13	47	-*
WING MOBILITY PLANS	20	20	40	20	-
MOBILITY MANAGEMENT TRAINING	9	9	36	46	-
PLANS AND PROGRAMS	12	50	5	21	12
PRE-POSITIONED ASSET STRATEGY	-	63	-	37	-
INSPECTING	10	52	-	9	29
FOREIGN MILITARY SALES	3	52	12	12	21
MANAGEMENT	6	23	4	4	63
ACQUISITION MANAGEMENT	11	36	10	22	21
ADP REQUIREMENTS MANAGEMENT	20	50	-	20	10
FINANCIAL MANAGEMENT	11	46	4	25	14
LOGISTICS STAFF	4	54	13	25	4
MAJCOM STAFF	20	44	13	20	3
CRITICAL ITEM MANAGEMENT	-	33	45	22	-
WAR RESERVE MATERIEL MANAGEMENT	14	-	29	57	-

- Denotes 0 percent

\* Total does not equal 100 percent due to some respondents having a DAFSC other than those represented

TABLE 6

## DUTY AFSC OF SURVEY RESPONDENTS IN EACH JOB GROUP

JOB GROUP	PERCENT OF EACH JOB GROUP				
	DAFSC 6611	DAFSC 6616	DAFSC 6621	DAFSC 6624	DAFSC 0046
MOBILITY	25	33	14	25	3
RESOURCE PLANS	18	26	13	20	23
WING RESOURCE MANAGEMENT	13	20	13	47	-*
WING MOBILITY PLANS	20	20	40	20	-
MOBILITY MANAGEMENT TRAINING	9	9	36	46	-
PLANS AND PROGRAMS	12	50	5	21	12
PRE-POSITIONED ASSET STRATEGY	-	63	-	37	-
INSPECTING	10	52	-	9	29
FOREIGN MILITARY SALES	3	52	12	12	21
MANAGEMENT	6	23	4	4	63
ACQUISITION MANAGEMENT	11	36	10	22	21
ADP REQUIREMENTS MANAGEMENT	20	50	-	20	10
FINANCIAL MANAGEMENT	11	46	4	25	14
LOGISTICS STAFF	4	54	13	25	4
MAJCOM STAFF	20	44	13	20	3
CRITICAL ITEM MANAGEMENT	-	33	45	22	-
WAR RESERVE MATERIEL MANAGEMENT	14	-	29	57	-

- Denotes 0 percent

\* Total does not equal 100 percent due to some respondents having a DAFSC other than those represented



TABLE 5 (CONTINUED)

TIME SPENT PERFORMING TASKS WITHIN DUTIES BY RESPONDENTS IN EACH JOB GROUP

DUTIES	PERCENT TIME SPENT													
	FMS	MGT	ACQ MGT	ADP		FIN MGT	LOG		MAJCOM		CRIT ITEM MGT	WRM MGT		
				RQMTS MGT	STAFF OFF		STAFF OFF	STAFF OFF						
A COMMAND, MANAGEMENT, AND SUPERVISION	29	47	24	29	25	27	35	27	24	27	24			
B FINANCIAL MANAGEMENT	5	9	8	4	36	6	4	2	3	2	3			
C MANPOWER AND AUTHORIZATIONS	3	8	3	3	2	2	6	1	1	1	1			
D TRAINING MANAGEMENT	1	2	2	4	*	1	1	*	5	*	5			
E ACQUISITION MANAGEMENT	9	7	37	10	8	22	5	16	*	16	*			
F WEAPON SYSTEM SUPPORT	7	4	12	10	5	10	3	29	*	29	*			
G SECURITY ASSISTANCE MANAGEMENT	28	*	*	*	*	*	2	*	-	*	-			
H INSPECTING AND EVALUATING	*	3	1	1	1	2	1	*	10	*	10			
I STAFF ADMINISTRATION	15	11	8	15	13	19	38	20	10	20	10			
J CONTINGENCY PLANNING	*	2	1	4	2	6	2	2	12	2	12			
K EXERCISE PLANNING	1	1	*	2	1	1	1	1	4	1	4			
L WAR RESERVE MATERIEL (WRM) MANAGEMENT	-	*	*	*	2	*	*	*	26	*	26			
M MOBILITY	*	2	*	2	1	1	*	*	4	*	4			
N SUPPORT AGREEMENTS	1	2	*	*	1	2	*	*	-	*	-			
O FACILITIES MANAGEMENT	*	1	*	*	2	1	*	1	*	1	*			
P AUTOMATIC DATA PROCESSING (ADP)	*	*	*	15	*	*	1	*	-	-	-			

\* Denotes less than 1 percent

TABLE 5

TIME SPENT PERFORMING TASKS WITHIN DUTIES BY RESPONDENTS IN EACH JOB GROUP

DUTIES	PERCENT TIME SPENT							
	MOB	RESOURCE PLANS	WING RESOURCE	WING MOB PLANS	MOB MGT TNG	PLANS AND PRGMS	PREP ASSET STRAT	INSPG
A COMMAND, MANAGEMENT, AND SUPERVISION	24	25	31	35	15	29	22	35
B FINANCIAL MANAGEMENT	2	9	16	3	*	2	9	2
C MANPOWER AND AUTHORIZATIONS	4	6	3	3	1	2	3	2
D TRAINING MANAGEMENT	4	3	3	3	11	1	*	2
E ACQUISITION MANAGEMENT	*	4	*	*	*	*	7	4
F WEAPON SYSTEM SUPPORT	*	3	*	*	*	*	3	2
G SECURITY ASSISTANCE MANAGEMENT	*	*	*	*	-	*	*	*
H INSPECTING AND EVALUATING	6	4	7	1	7	3	2	25
I STAFF ADMINISTRATION	8	7	9	3	8	16	11	10
J CONTINGENCY PLANNING	10	8	5	5	6	18	10	2
K EXERCISE PLANNING	8	6	4	5	8	12	3	5
L WAR RESERVE MATERIEL (WRM) MANAGEMENT	4	5	6	1	*	2	25	3
M MOBILITY	25	12	11	31	36	8	2	6
N SUPPORT AGREEMENTS	2	5	3	3	6	3	2	1
O FACILITIES MANAGEMENT	*	2	*	5	*	*	*	*
P AUTOMATIC DATA PROCESSING (ADP)	*	*	*	*	*	1	*	*

\* Denotes less than 1 percent

TABLE 4  
JOBS IDENTIFIED BY STRUCTURE ANALYSIS

<u>JOB GROUP</u>	<u>NUMBER OF RESPONDENTS</u>	<u>PERCENT OF SAMPLE</u>
MOBILITY	137	15
RESOURCE PLANS	39	4
WING RESOURCE MANAGEMENT	15	2
WING MOBILITY PLANS	5	*
MOBILITY MANAGEMENT TRAINING	11	1
PLANS AND PROGRAMS	121	13
PRE-POSITIONED ASSET STRATEGY	8	*
INSPECTING	21	2
FOREIGN MILITARY SALES	33	4
MANAGEMENT	167	18
ACQUISITION MANAGEMENT	115	13
ADP REQUIREMENTS MANAGEMENT	10	1
FINANCIAL MANAGEMENT	28	3
LOGISTICS STAFF	24	3
MAJCOM STAFF	39	4
CRITICAL ITEM MANAGEMENT	9	1
WAR RESERVE MATERIEL MANAGEMENT	7	*

\* Denotes less than 1 percent

Total is less than 100 percent due to some individual job descriptions being unique jobs and not clustering into groups

WAR RESERVE MATERIEL MANAGEMENT (GPO049). WRM Managers represent less than 1 percent of the survey sample. These incumbents perform an average of 61 tasks and have assignments in all MAJCOMs.

Their experience in wholesale and retail logistics is 25 and 40 months, respectively. Retail logistics jobs account for 86 percent of these officers. Organizational level of current jobs stands at 57 percent at wing level, 29 percent at Air Division level, and 14 percent at MAJCOM level. Indicators of job satisfaction place WRM Managers in the average range among all the groups.

The tasks below represent the job performed:

- Evaluate WRM program
- Conduct or attend WRM review board meetings
- Inspect WRM consumables, equipment, or spares
- Review and analyze WRM reports, such as M-rating report or war consumables report
- Draft or write WRM review board reports

#### Summary of the Job Structure Analysis

Of the 17 different groups of officers identified, 4 account for 61 percent of the survey sample: Mobility, Plans and Programs, Management, and Acquisition Management. Once again, pointing out the fact this utilization field has an abundance of field grade officers due to the senior level managerial work performed, as well as to cross-training, only five groups have a majority of incumbents with DAFSC 662X: Wing Resource Management, Wing Mobility Plans, Mobility Management Trainers, Critical Item Managers, and WRM Managers. Company grade officers are deemed equivalent to DAFSC 662X personnel since 85 percent of the respondents having DAFSC 662X are captains and lieutenants.

The majority of the clusters and job groups identified are retail logistics jobs. There are those dealing in wholesale logistics more than others that do stand out, such as Acquisition Management. Wholesale logistics jobs represent 20 percent of the positions in this utilization field, with Acquisition Management accounting for 10 percent and Management accounting for 8 percent. Whereas the Management cluster is evenly divided between wholesale and retail logistics, the Acquisition Management cluster is clearly defined as a wholesale logistics group. Since wholesale and retail logistics tasks differ in scope, some discussion may be warranted in regard to splitting the current utilization field structure into wholesale and retail logistics, or perhaps this issue should be viewed from the aspect of the uniqueness of Acquisition Management. Further discussion of this is presented later in this report in relationship to training.

MAJCOM STAFF (GPO083). MAJCOM Staff officers represent 4 percent of the survey sample. The jobs comprising this cluster are listed below:

Plans and Programs Analysis Staff Officers  
Manpower Resource Managers

Among these incumbents, 64 percent hold DAFSC 661X and 33 percent hold DAFSC 662X. They perform an average of 43 tasks and are assigned to several MAJCOMS, with 26 percent of the MAJCOM Staff officers assigned to AFLC.

Average wholesale and retail logistics experience is 38 and 68 months, respectively, with 82 percent in a retail logistics job. Almost all (97 percent) are assigned at Air Division or higher organizational levels. Indicators of job satisfaction are very low, with the sense of accomplishment gained from work being lower than for any other group.

The tasks shown below illustrate the type of job performed:

- Draft or write messages or letters
- Compile information for staff studies, staff summary sheets, or position papers
- Coordinate with personnel agencies on personnel assignments
- Escort visiting officials
- Draft or write background papers, point papers, or talking papers

CRITICAL ITEM MANAGEMENT (GPO077). This small job group represents less than 1 percent of the survey sample. The majority hold DAFSC 662X. Critical Item Managers perform an average of 54 tasks and are concentrated in AFLC (89 percent).

Wholesale and retail logistics experience are 42 and 50 months, respectively. Eighty-nine percent of these respondents are currently supporting aircraft in a wholesale logistics job. The majority (89 percent) are assigned at Air Division level. Job satisfaction is average for members of this group.

Some typical tasks representing the job performed by Critical Item Managers are shown below:

- Coordinate with AFLC item managers on parts availability
- Determine impact of schedule delays on programs
- Determine status of NMCS or MICAP parts expedite actions
- Review NMCS or MICAP status reports
- Coordinate with the directorate of maintenance on repair efforts

Average logistics experience is 53 months in wholesale, with 18 percent currently in a wholesale logistics job, 14 percent supporting aircraft. Retail logistics experience is not much more than wholesale at 61 months, with 68 percent presently performing a retail logistics job. Most of these incumbents are assigned to MAJCOM (43 percent) organizational levels. Utilization of talent, training, and the sense of accomplishment gained from work are average, while job interest is higher than most other groups.

Below are representative tasks of the jobs performed by Financial Managers:

- Consolidate inputs to program objective memorandum (POM) or five-year defense plan (FYDP)
- Analyze budgeting requirements
- Resolve budget discrepancies
- Draft or write reclamation to proposed budget cuts
- Review budget guidance

LOGISTICS STAFF (GPO086). This cluster represents 3 percent of the survey sample and is composed of the following jobs:

- Logistics Support Staff Officers
- Weapon Systems Support Staff Officers
- Logistics Plans Staff Officers-Tactical

Most incumbents (58 percent) hold DAFSC 661X, with assignments spread among several MAJCOMS, USAFE accounting for 25 percent. These officers perform an average of 86 tasks.

These officers have an average experience of 54 months in wholesale logistics and 61 months in retail logistics. They perform an average of 86 tasks. Retail logistics jobs presently account for 72 percent of the respondents. Ninety-six percent are assigned at Air Division or higher. Job satisfaction is average for these incumbents.

The tasks listed below indicate the type of job performed:

- Draft or write inputs to PMDs, PMPs, PADs, or related documents
- Prepare briefings
- Develop plans for beddown of new weapon systems
- Participate in site activation task force (SATAF) meetings
- Request logistics inputs from functional areas, such as supply or transportation

percent) and MAJCOM (17 percent) levels. Among the indicators of job satisfaction, utilization of training and sense of accomplishment gained from work are average, while utilization of talent and job interest are very high.

Below are tasks which illustrate the type of job performed by Acquisition Management officers:

- Advise organizations on status of ILS programs
- Direct implementation of ILS plans
- Coordinate with contractors on acquisition matters
- Evaluate effects of funding cuts on programs
- Coordinate deliveries of logistics items, such as tech orders, spare parts, or support equipment to field

ADP REQUIREMENTS MANAGEMENT (GPO090). ADP Requirements Managers represent 1 percent of the survey sample. The majority of this group hold senior level AFSCs, 70 percent holding DAFSC 661X. They perform an average of 114 tasks and are assigned across several MAJCOMs and special activities.

Average logistics experience is 64 months in wholesale and 101 months for retail. All respondents are currently in retail logistics jobs and assigned to MAJCOM (50 percent), Air Division (40 percent), or detachment (10 percent) organizational levels. These officers generally are satisfied with their jobs.

The tasks listed below indicate the type of job performed:

- Determine ADP report formats
- Design output products, input transactions, or data elements
- Determine system interface requirements
- Coordinate with computer personnel or requestors on ADP support requirements
- Conduct functional analysis to identify ADP needs

FINANCIAL MANAGEMENT (GPO064). This cluster represents 3 percent of the survey sample. Below are the two jobs that form this cluster:

- Logistics Budget Analysts
- Logistics Budget Managers

Most Financial Managers (57 percent) hold DAFSC 661X, while 14 percent have DAFSC 0046. The largest concentration of Financial Managers are assigned to HQ USAF (36 percent of the members of this cluster) and these officers perform an average of 101 tasks.

aircraft. Management personnel are assigned at all organizational levels, but tend to be concentrated at Air Division (34 percent) and MAJCOM (32 percent) levels. Job satisfaction is average, with these officers feeling their talents are being utilized better when compared to other groups.

A substantial portion of the Management officers' time is spent performing supervisory tasks (47 percent). The tasks below represent the job performed:

- Attend logistics-related meetings, conferences, or working groups
- Approve or disapprove personnel actions
- Develop budget estimates
- Draft or write officer effectiveness reports (OER) or indorsements
- Coordinate with MAJCOM or Air Staff personnel on logistics policies or procedures
- Conduct briefings
- Develop methods of management feedback or control

ACQUISITION MANAGEMENT (GPO088). This cluster consists of 9 jobs and represents 13 percent of the survey sample. The jobs forming the Acquisition Management cluster are:

- ILS Monitors
- Acquisition Deputy Program Managers
- Chiefs of Acquisition
- Directors of Acquisition
- Acquisition Logistics Management Analysts
- Acquisition Budget Monitors
- Logistics Program Managers
- Systems Program Managers
- ILS Program Managers

Respondents in this cluster are evenly spread among the DAFSCs and perform an average of 186 tasks. The majority (65 percent) are assigned to AFLC.

The average logistics experience is 47 months in wholesale, with 37 percent of these incumbents supporting aircraft in their current wholesale logistics jobs. The average retail logistics experience is 77 months, somewhat less than other groups, with 26 percent of the cluster performing a retail logistics job. From this information, it is evident this cluster has the highest concentration of wholesale logistics jobs in this utilization field, 74 percent of Acquisition Management respondents. Acquisition Management officers are assigned at all organizational levels, but are concentrated at Air Division (59



Of this group, 55 percent currently hold DAFSC 661X, 24 percent hold DAFSC 662X, and 21 percent hold DAFSC 0046. Incumbents perform an average of 104 tasks, with the majority assigned to AFLC (64 percent of the respondents).

These officers have an average of 50 months experience in wholesale logistics and 92 months in retail logistics. Forty-two percent of these officers are currently in a retail logistics job and 30 percent are in a wholesale logistics job supporting aircraft. Organizational-level assignments are mostly at Air Division-level or higher (88 percent). Indicators of job satisfaction are higher than for any other group.

The tasks representing the job performed by Foreign Military Sales officers are shown below:

- Advise foreign nation representatives on logistics functions
- Coordinate with personnel from defense forces of other nations on logistics problems
- Advise foreign military personnel on technical or management matters
- Provide in-country assistance to FMS customers
- Participate in or conduct country program reviews

MANAGEMENT (GPO081). The management cluster is the largest cluster of Logistics officers, representing 18 percent of the survey sample. The 11 jobs listed below comprise this cluster:

- Deputy Chiefs of Staff
- Directors of Resource Managers
- Facilities Materiels Managers
- Chiefs of Plans
- Directors of Plans
- Special Projects Officers
- Deputy Commanders of Logistics
- Support Agreements Officers
- Executive Officers
- Assistant Deputy Chiefs of Staff
- Deputy Program Managers

The majority of officers in this cluster hold DAFSC 0046 (64 percent). Assignments are spread among several MAJCOMS, with only AFLC having a substantial concentration (38 percent). Officers in this cluster perform an average of 136 tasks.

Average logistics experience is 56 months in wholesale, while average retail logistics experience is 110 months. Fifty-six percent of these officers are presently in a retail logistics job and 44 percent are working in a wholesale logistics job. For those in wholesale jobs, 20 percent are supporting

MAJCOM (75 percent), Air Division (12 percent), and DOD (13 percent). While job interest is very high for this group, these respondents feel the training they received is not effectively utilized.

Below are some representative tasks performed by members of this small group:

- Determine WRM pre-positioning needs
- Develop pre-positioning strategy
- Approve, disapprove, or coordinate deployment of war readiness spares kit (WRSK) or WRM assets
- Develop systems for reporting of WRM assets
- Coordinate with MAJCOM or Air Staff personnel on logistics policies or procedures

INSPECTING (GPO079). This small cluster of inspectors represents 2 percent of the survey sample and consists of two jobs:

- Chiefs of Inspection
- Inspectors

The majority of these officers hold senior duty AFSCs, 62 percent with DAFSC 661X and 29 percent with DAFSC 0046. The average number of tasks performed is 88. TAC and AFLC each account for 24 percent of this group.

Average logistics experience is 47 months in wholesale and 120 months in retail. Sixty-two percent currently hold a retail logistics job. Of the wholesale logistics personnel, 10 percent are supporting aircraft. All assignments are at Air Division or higher, 48 percent are at MAJCOM level. Generally, these officers are satisfied with their jobs, with all indicators being about average.

Typical tasks performed by Inspectors are below:

- Review unit responses to inspection reports
- Draft or write inputs to inspection reports
- Review results of previous IG inspections or audits
- Conduct management effectiveness inspections (MEI)
- Develop inspection standards or criteria

FOREIGN MILITARY SALES (CPO059). This cluster represents 4 percent of the survey sample and is formed from the three jobs identified below:

- Country Program Managers
- International Program Managers
- Security Assistance In-Country Managers

PLANS AND PROGRAMS (GPO125). The Plans and Programs cluster represents 13 percent of the survey sample and is comprised of the jobs listed below:

- Mobility Policy and Procedure Officers
- Exercise Plans Officers
- Exercise Support Officers
- Combined Forces Officers
- Chiefs of Readiness
- Deputy Chiefs of Readiness
- Exercise Directors
- Exercise Coordinators
- JOPs Planners

Of these officers, 62 percent have DAFSC 661X, 26 percent have DAFSC 662X, and 12 percent have DAFSC 0046. Incumbents perform an average of 95 tasks and are assigned across all MAJCOMs.

The average logistics experience is 46 months in wholesale and 88 months in retail. Eighty-five percent are currently in a retail logistics job. These officers have organizational-level assignments at Air Division or higher (92 percent). Most of the joint service expertise for this utilization field is found in this cluster, with 28 percent performing a joint service job (joint service assignments account for 4 percent of the survey sample). All indicators of job satisfaction are average for these respondents.

Plans and Programs officers spend much of their time performing supervisory and contingency tasks (29 percent and 19 percent, respectively), with typical tasks listed below:

- Draft or write inputs to regulations, directives, manuals, or supplements
- Participate in command post exercises
- Review HNS agreements
- Determine exercise logistics support requirements, such as messing, airlift, or munitions requirements
- Analyze time-phased force and deployment list (TPFDL) or time-phased force deployment data (TPFDD)

PRE-POSITIONED ASSET STRATEGY (GPO143). This very small job group represents less than 1 percent of the survey sample. The majority hold DAFSC 6616 (62 percent). These incumbents perform an average of 146 tasks and are assigned to USAFE (50 percent), TAC (13 percent), HQ USAF (13 percent), and AFLC (13 percent).

The average logistics experience is 47 months in wholesale and 120 months for retail. Seventy-five percent are currently performing a retail logistics job. These incumbents are assigned at three organizational levels:

WING MOBILITY PLANS (GPO228). This very small job group represents less than 1 percent of the survey sample. These respondents hold DAFSC 661X (40 percent) or DAFSC 662X (60 percent). They perform an average of 132 tasks and are assigned to MAC (40 percent), SAC (20 percent), and TAC (20 percent).

Average logistics experience is 24 months in wholesale and 66 months for retail. Eighty percent are currently performing a retail logistics job. Wing-level assignments account for 60 percent of these officers. Overall job satisfaction is the lowest of any group, with all indicators being very low. Sixty percent completed the Logistics Plans and Programs Officer Course (G30LR6621000). Below are tasks representative of the job performed by Wing Mobility Plans officers:

- Develop solutions to discrepancies noted during exercises or deployments
- Direct mobility work centers during exercises or deployments
- Coordinate with other activities, such as operations, supply, or maintenance, on exercises or deployments
- Develop unit procedures for support of missions, exercises, or deployments
- Develop quick-reaction mobility capability

MOBILITY MANAGEMENT TRAINING (GPO183). This training job represents only 1 percent of the survey sample. The majority have DAFSC 662X (82 percent). These officers perform an average of 84 tasks and are assigned to SAC (37 percent), TAC (18 percent), MAC (18 percent), USAFE (18 percent), and AFSC (9 percent).

The average logistics experience is 25 months in wholesale and 40 months for retail. Eighty-two percent are currently performing a retail logistics job. Wing-level assignments account for 82 percent of the incumbents. Among the indicators of job satisfaction, job interest and the sense of accomplishment gained from work are average for this group, while utilization of talent is rated low and utilization of training is rated very low. Sixty-four percent completed the Logistics Plans and Programs Officer Course (G30LR6621000).

Listed below are tasks representative of the job performed by these officers:

- Direct or serve in Mobility Control Center (MCC) during exercises or deployments
- Direct mobility control centers during exercises or deployments
- Analyze exercises or deployment after-action reports
- Conduct mobility training
- Develop mobility schedule of events

TABLE 8

## MAJCOM OF SURVEY RESPONDENTS IN EACH JOB GROUP

JOB GROUP	PERCENT OF RESPONDENTS IN EACH MAJCOM									
	AFLC	TAC	SAC	USAFE	MAC	HQ USAF	AFSC	PACAF	ATC	NATO
MOBILITY	5	24	31	9	14	-	-	6	4	2
RESOURCE PLANS	3	18	10	31	13	-	-	5	5	-
WING RESOURCE MANAGEMENT	-	13	7	53	-	-	-	7	7	7
WING MOBILITY PLANS	-	20	20	-	40	-	-	20	-	-
MOBILITY MANAGEMENT TRAINING	-	18	36	18	18	-	9	-	-	-
PLANS AND PROGRAMS	4	12	4	12	5	10	-	12	3	7
PRE-POSITIONED ASSET STRATEGY	13	13	-	50	-	12	-	13	-	-
INSPECTING	24	24	10	5	-	-	-	-	-	-
FOREIGN MILITARY SALES	64	-	-	3	-	18	-	-	-	-
MANAGEMENT	38	3	6	4	2	7	7	2	2	2
ACQUISITION MANAGEMENT	65	1	5	3	4	2	11	1	-	-
ADP REQUIREMENTS MANAGEMENT	10	-	10	-	10	-	-	-	10	10
FINANCIAL MANAGEMENT	11	7	-	14	4	36	4	4	7	-
LOGISTICS STAFF	17	17	4	25	-	4	13	-	4	-
MAJCOM STAFF	26	-	10	8	3	15	3	3	-	-
CRITICAL ITEM MANAGEMENT	89	-	-	-	-	-	11	-	-	-
WAR RESERVE MATERIEL MANAGEMENT	14	14	14	29	-	-	-	14	-	-

- Denotes 0 percent

TABLE 9  
FUNCTIONAL LEVEL OF PRESENT JOB

<u>JOB GROUP</u>	<u>PERCENT OF JOB GROUP RESPONDING</u>	
	<u>WHOLESALE</u>	<u>RETAIL</u>
MOBILITY	9	91
RESOURCE PLANS	8	92
WING RESOURCE MANAGEMENT	-	100
WING MOBILITY PLANS	20	80
MOBILITY MANAGEMENT TRAINING	18	82
PLANS AND PROGRAMS	15	85
PRE-POSITIONED ASSET STRATEGY	25	75
INSPECTING	38	62
FOREIGN MILITARY SALES	58	42
MANAGEMENT	53	47
ACQUISITION MANAGEMENT	74	26
ADP REQUIREMENTS MANAGEMENT	-	100
FINANCIAL MANAGEMENT	32	68
LOGISTICS STAFF	33	67
MAJCOM STAFF	23	77
CRITICAL ITEM MANAGEMENT	89	11
WAR RESERVE MATERIEL MANAGEMENT	14	86

- Denotes 0 percent

TABLE 10

## INDICATORS OF JOB SATISFACTION AMONG JOB GROUP MEMBERS

JOB GROUP	JOB INTEREST		UTILIZATION OF TRAINING		UTILIZATION OF TALENTS		SENSE OF ACCOMPLISHMENT	
	INTERESTING	DULL	WELL	NOT WELL	WELL	NOT WELL	SATISFIED	NOT SATISFIED
MOBILITY	88	12	65	35	92	8	77	23
RESOURCE PLANS	87	13	69	31	91	9	72	28
WING RESOURCE MANAGEMENT	94	6	67	33	87	13	67	33
WING MOBILITY PLANS	60	40	60	40	80	20	60	40
MOBILITY MANAGEMENT TRAINING	73	27	27	73	64	36	73	27
PLANS AND PROGRAMS	83	17	49	51	91	9	75	25
PRE-POSITIONED ASSET STRATEGY	100	-	38	62	100	-	88	12
INSPECTING	86	14	72	28	86	14	81	19
FOREIGN MILITARY SALES	97	3	67	33	100	-	97	3
MANAGEMENT	90	10	61	39	92	8	84	16
ACQUISITION MANAGEMENT	92	2	56	44	95	5	84	16
ADP REQUIREMENTS MANAGEMENT	70	30	50	50	70	30	70	30
FINANCIAL MANAGEMENT	96	4	64	36	86	14	76	24
LOGISTICS STAFF	96	4	54	46	96	4	75	25
MAJCOM STAFF	62	38	23	77	69	31	56	44
CRITICAL ITEM MANAGEMENT	78	22	55	45	67	33	67	33
WAR RESERVE MATERIEL MANAGEMENT	86	14	43	57	71	29	72	28

- Denotes 0 percent

TABLE 11

## DISTRIBUTION OF UNDERGRADUATE DEGREES AMONG JOB GROUP MEMBERS

JOB GROUP	PERCENT RESPONDING				
	BUSINESS	ECONOMICS	EDUCATION	ENGINEERING	POLITICAL SCIENCE
MOBILITY	36	10	15	4	10
RESOURCE PLANS	49	5	13	8	5
WING RESOURCE MANAGEMENT	53	20	7	-	7
WING MOBILITY PLANS	20	20	20	-	20
MOBILITY MANAGEMENT TRAINING	55	9	9	9	-
PLANS AND PROGRAMS	35	13	14	6	8
PRE-POSITIONED ASSET STRATEGY	88	25	-	13	-
INSPECTING	38	10	24	10	5
FOREIGN MILITARY SALES	49	12	3	15	9
MANAGEMENT	32	13	6	14	9
ACQUISITION MANAGEMENT	37	10	12	8	9
ADP REQUIREMENTS MANAGEMENT	20	10	20	30	20
FINANCIAL MANAGEMENT	36	21	14	7	-
LOGISTICS STAFF	38	8	8	8	4
MAJCOM STAFF	36	10	15	8	8
CRITICAL ITEM MANAGEMENT	44	-	-	-	11
WAR RESERVE MATERIEL MANAGEMENT	29	14	14	-	14

- Denotes 0 percent



TABLE 12

## ORGANIZATIONAL LEVEL OF PRESENT JOB AMONG JOB GROUP MEMBERS

JOB GROUP	PERCENT RESPONDING								
	DET/ FLT	SQUADRON	GROUP	WING	AIR DIV	MAJCOM	JOINT	DOD/ HQ	OTHER
MOBILITY	-	5	5	61	12	12	4	1	-
RESOURCE PLANS	3	-	8	56	15	13	5	-	-
WING RESOURCE MANAGEMENT	-	26	27	47	-	-	-	-	-
WING MOBILTY PLANS	-	40	-	60	-	-	-	-	-
MOBILITY MANAGEMENT TRAINING	-	9	-	82	9	-	-	-	-
PLANS AND PROGRAMS	2	2	2	2	22	29	28	10	3
PRE-POSITIONED ASSET STRATEGY	-	-	-	-	12	75	-	13	-
INSPECTING	-	-	-	-	24	48	5	19	4
FOREIGN MILITARY SALES	9	3	-	-	46	12	9	12	-
MANAGEMENT	4	3	3	5	34	32	8	9	2
ACQUISITION MANAGEMENT	4	3	4	2	59	17	3	4	4
ADP REQUIREMENTS MANAGEMENT	10	-	-	-	40	50	-	-	-
FINANCIAL MANAGEMENT	-	3	4	4	7	43	-	39	-
LOGISTICS STAFF	4	-	-	-	21	63	8	4	-
MAJCOM STAFF	-	-	3	-	23	38	13	23	-
CRITICAL ITEM MANAGEMENT	11	-	-	-	89	-	-	-	-
WAR RESERVE MATERIEL MANAGEMENT	-	-	-	57	29	14	-	-	-

- Denotes 0 percent

TABLE 13

COMPLETION OF LOGISTICS PLANS AND  
PROGRAMS OFFICER COURSE G3OLR6621000

<u>JOB GROUP</u>	<u>PERCENT OF EACH JOB GROUP</u>
MOBILITY	53
RESOURCE PLANS	33
WING RESOURCE MANAGEMENT	53
WING MOBILITY PLANS	60
MOBILITY MANAGEMENT TRAINING	64
PLANS AND PROGRAMS	22
PRE-POSITIONED ASSET STRATEGY	13
INSPECTING	-
FOREIGN MILITARY SALES	3
MANAGEMENT	7
ACQUISITION MANAGEMENT	9
ADP REQUIREMENTS MANAGEMENT	10
FINANCIAL MANAGEMENT	14
LOGISTICS STAFF	21
MAJCOM STAFF	13
CRITICAL ITEM MANAGEMENT	11
WAR RESERVE MATERIEL MANAGEMENT	29

## SPECIALTY ANALYSES

This section describes the tasks performed by officers based on the existing classification structure. Background information on officers in the different specialties is discussed, as well as comparing tasks personnel perform to the listings of duties and responsibilities contained in AFR 36-1.

Logistics Plans and Programs Staff Officer - AFSC 6616. The survey sample contains 427 respondents with this AFSC. The majority (82 percent) are field grade officers. Personnel are assigned to all MAJCOMs, with AFLC accounting for 23 percent of the respondents. TAC (11 percent), SAC (10 percent), and USAFE (8 percent) are other MAJCOMs with relatively higher numbers of DAFSC 6616 personnel. The average time spent in their present job is 16 months, with averages of 17 years total service time and 6½ years in the logistics field. These officers have an average of slightly more than 5 years of logistics experience in the area of resource management, immediately supervise an average of 5 people, and have an average span of control of 20 people. An average of 4 years were spent by the incumbents in jobs related to wholesale logistics and an average of 7 years in jobs related to retail logistics. Eighty percent acquired DAFSC 6616 as captains, majors, or lieutenant colonels. The undergraduate degree obtained by the highest percentage of these Logistics Staff Officers is Business (37 percent), with 38 percent continuing on to receive a graduate degree in the same area. Logistics Management is the next most frequent graduate degree obtained by these people (19 percent). In the realm of ATC Technical Training, 20 percent completed the Logistics Plans and Programs Officers Course (G3OLR6621000). From the aspect of the jobs found in this utilization field, personnel with the Logistics Staff Officer DAFSC were found in all of the clusters and several individual job groups.

The greatest percentage of Logistics Officers' working time is spent performing supervisory (30 percent) and staff administration (14 percent) tasks. Those tasks listed below are examples of tasks typically performed by Logistics Plans and Programs Staff Officers:

- Participate in logistics planning conferences
- Analyze war or contingency plans for feasibility
- Analyze time-phased force and deployment list (TPFDL)
  - of time-phased force deployment data
- Analyze assumptions for existing plans
- Analyze budgeting requirements

The specialty description in AFR 36-1 for AFSC 6616 is in agreement with the survey responses given by these incumbents, indicating these officers are doing what is expected of them.

Logistics Plans and Programs Officer - AFSC 6624. There are 282 officers with DAFSC 6624 in the survey sample. Reversing the trend found with the previous group, the majority of these respondents (85 percent) are company grade officers. While these incumbents are assigned to a variety of

MAJCOMs, assignments are more concentrated than Staff Officer assignments. The largest group (25 percent) falls within AFLC followed by USAFE (16 percent), TAC (14 percent), and SAC (11 percent) having relatively more numbers of DAFSC 6624 personnel than other MAJCOMs. The average time spent in their present job is 15 months, with 11 years being the average total service time and 3 years being the average time in the logistics utilization field. These officers have an average of 3 years logistics experience primarily in the areas of resource management and weapon systems support, immediately supervise an average of 3 people, and have an average span of control of 21 people. Officers that spend time in wholesale logistics average 2½ years of experience, while the average for retail logistics experience is 3½ years. Almost all (93 percent) of these incumbents acquired DAFSC 6624 as company grade officers, 56 percent as lieutenants. The most prevalent undergraduate and graduate degree is Business (38 percent and 23 percent completing each, respectively). The Logistics Plans and Programs Officer Course (G3OLR6621000) was completed by 39 percent of these respondents.

These Logistics Plans and Programs Officers spend the largest portion of their time performing supervisory (24 percent) and staff administration (12 percent) tasks. These officers also perform mobility, contingency planning, and exercise planning tasks. The tasks listed below are examples of the type of job performed by Logistics Plans and Programs Officers:

- Draft or write messages or letters
- Attend logistics-related meetings, conferences, or working groups
- Participate in command post exercises
- Identify logistics plans shortfalls
- Analyze exercise or deployment after-action reports

The AFR 36-1 specialty description for this AFSC outlines duties and responsibilities that closely parallel those actually being performed in the field.

Director of Logistics - AFSC 0046. There were 191 respondents with DAFSC 0046 in the survey sample. All are field grade officers, specifically lieutenant colonels (33 percent) and colonels (67 percent). The distribution of personnel among MAJCOMs is similar to the other two DAFSC groups, with the highest concentration of personnel assigned to AFLC (38 percent). The average time spent in their present job is 19 months, average total service time is 23 years, and logistics experience is an average of 6 years in both resource management and weapon systems support. The average number of people immediately supervised is 8, while the average span of control is 116 people. Officers spending time in wholesale logistics average 5 years of experience and 10 years in retail logistics. The majority (55 percent) entered the field with AFSC 0046, 23 percent obtained DAFSC 66XX as a field grade officer, and 22 percent as a company grade officer. Business is the most recurring undergraduate and graduate degree at 36 percent and 31 percent, respectively, with Logistics Management being the next most popular graduate degree at 16 percent.

Most respondents' time is spent performing supervisory tasks (42 percent). Directors of Logistics also perform financial management, acquisition management, and personnel resource duties. The following tasks represent typical tasks performed by these incumbents:

- Advise commander or staff agencies on logistics  
program policies or procedures
- Evaluate logistics management concepts
- Analyze budgeting requirements
- Review unit responses to inspection reports
- Participate in program management reviews

Comparison of survey responses of Directors of Logistics to the AFR 36-1 specialty description indicate agreement between what is expected of these officers and the jobs they actually perform.

#### Summary of Specialty Analysis

Survey responses were analyzed with regard to Air Force specialties contained within the Logistics Plans and Programs utilization field. In a general sense, Logisticians are divided into specialties based on the level of management performed. More specifically, the Logistics Plans and Programs Officer specialty (AFSC 6624) appears to be a company grade officer version of the Logistics Plans and Programs Staff Officer specialty (AFSC 6616), with concentration on the more technical duties of mobility, contingency planning, and exercise planning. Directors of Logistics are at the top of the management structure and concentrate heavily on supervising this field, as well as being responsible for much of the financial and personnel resource management. Of the 662X personnel in this survey, 85 percent are company grade officers, while 81 percent of the 661X personnel are field grade officers. From another perspective, 86 percent of all lieutenants and 72 percent of all captains in this sample have DAFSC 662X. Going one step further and including company grade officers with DAFSC 6611 shows 93 percent of all company grade officers hold DAFSCs 6611, 6621, or 6624.

Looking back at the JOB STRUCTURE ANALYSIS section, there are some jobs performed by a high percentage of entry-level personnel (see Table 7). Most of these jobs deal with some aspect of mobility. Virtually none (4 percent) of the company grade officers have prior enlisted experience in the Logistics field, although 73 percent have some type of prior enlisted service. From the senior level, field grade officers are prevalent in most jobs, with the majority performing such jobs as plans and programs, acquisition management, and financial management. Prior enlisted service is comparable to that of company grade officers.

TABLE 14

## TIME SPENT PERFORMING TASKS WITHIN DUTIES BY DAFSC

DUTIES	PERCENT OF DAFSC GROUP RESPONDING				
	6611	6616	6621	6624	0046
A COMMAND, MANAGEMENT, AND SUPERVISION	28	30	24	25	43
B FINANCIAL MANAGEMENT	14	14	13	12	10
C MANPOWER AND AUTHORIZATIONS	10	10	13	10	9
D TRAINING MANAGEMENT	8	8	12	10	9
E ACQUISITION MANAGEMENT	7	6	6	7	7
F WEAPON SYSTEM SUPPORT	6	5	5	7	6
G SECURITY ASSISTANCE MANAGEMENT	5	5	5	5	3
H INSPECTING AND EVALUATING	5	4	4	4	3
I STAFF ADMINISTRATION	4	4	4	4	3
J CONTINGENCY PLANNING	4	4	4	4	2
K EXERCISE PLANNING	3	4	4	3	2
L WAR RESERVE MATERIEL (WRM) MANAGEMENT	3	1	3	3	*
M MOBILITY	1	1	1	2	*
N SUPPORT AGREEMENTS	1	1	1	2	*
O FACILITIES MANAGEMENT	*	1	*	1	*
P AUTOMATIC DATA PROCESSING	*	*	*	*	*

\* Denotes less than 1 percent

## TRAINING ASSESSMENT

This section compares entry-level training and the tasks performed by junior Logisticians in an effort to determine the effectiveness of the present training structure. Retail logistics is taught at Lowry AFB over a 5-week period, while wholesale logistics is presented in numerous short courses by the Air Force Institute of Technology at Wright Patterson AFB that last from 5 to 20 days.

Initially, junior officers entering this utilization field can follow three paths: (1) attend the retail logistics course, (2) attend a wholesale logistics course, or (3) report directly to their initial assignment. The tendency is for new Logistics personnel to attend the course at Lowry AFB, with 46 percent of the lieutenants and 41 percent of the captains in the sample stating they completed this training. Substantially fewer young officers receive wholesale logistics training and even the field grade officers do not attend the short courses in exceedingly high numbers (see Table 15).

To determine the relevance of training to jobs performed, personnel from Lowry AFB matched tasks from the AFS 66XX Job Inventory to the appropriate plan of instruction (POI) objectives for this entry-level course. The training emphasis ratings obtained by survey and percentage of respondents performing each task were then combined with the appropriate POI objective. The analysis of this combination of data permits assessment of how relevant training is to the actual job performed.

The Logistics Plans and Programs Officer Course, G3OLR6621000, lasts 5 weeks and is divided into the following areas:

I.	INTRODUCTION	(26 hours)
II.	PROGRAMMING FUNCTION	(38 hours)
III.	PLANNING FUNCTION	(47 hours)
IV.	MOBILITY CONCEPTS AND PROCEDURES	(51 hours)
V.	CONTINGENCY OPERATION/MOBILITY PLANNING AND EXECUTION SYSTEM (COMPES)	(37 hours)

All blocks of instruction, except Block V which was matched with very few tasks, are well supported by the training emphasis ratings, with substantial percentages of company grade officers performing the tasks matched to the POI objectives. TAC and SAC Logistics officers, most of which are entry-level personnel, also indicated in substantial percentages they were performing those same matched tasks.

Review of the tasks not referenced to any objective of the G3OLR6621000 POI showed substantial numbers of tasks (109) with high training emphasis ratings and large percentages of personnel performing them. One-third of these tasks fall under mobility. Since Block IV is supported by matched

tasks, this gives indication of a possible need to redistribute some time allocations among the various blocks or lengthen the duration of the existing training program. Appropriate training personnel should review these areas to determine proper revisions if any are necessary.

Due to the relatively small percentages of Logistics officers attending wholesale logistics training at Wright Patterson AFB and the unique characteristics of AFIT instruction that make it different from technical training in ATC, no attempt was initiated to match tasks with course outlines. AFIT personnel may wish to review the survey data to identify possible applications of survey information in assessing the adequacy of wholesale logistics training.

While discussion of possible change is appropriate from the perspective of the present utilization field structure, it may also be appropriate to analyze the ramifications of splitting the field into wholesale and retail specialties. In this light, training for a wholesale logistics job would need to take on definite shape in the form of scheduled introductory training similar to current retail logistics training. Manning problems, however, could become unmanageable for retail logisticians based on the fact that 80 percent of the overseas assignments in logistics are for retail logistics jobs. Splitting the field in such a manner would probably mean every other tour for retail logistics personnel being an overseas assignment.

#### Summary of Training Assessment

Comparison of POI objectives to occupational survey data (training emphasis and percent of respondents performing) indicate retail logistics training is covering appropriate material but may need modification; Block IV perhaps needing to include more training on mobility tasks, Block V needing review since very few tasks were matched, and a general look at time allocations for each block.

Little information has been utilized for assessing wholesale logistics training. It is, however, apparent from the current utilization field structure that few of the officers performing wholesale logistics jobs are receiving this type of training (see Table 15) and some are attending the retail logistics course prior to assignment in wholesale logistics jobs. Assessment of wholesale logistics training may necessitate future matching of wholesale course outlines with occupational survey data.

Due to the different nature of wholesale and retail logistics, there is support for separation, best seen by the training requirements for each area. Several jobs emphasize wholesale logistics: Foreign Military Sales, Management, Acquisition Management, and Critical Item Management. Yet, the overlap in overall mission and manning problems created by such a split may necessitate leaving the present structure as is. In this event, efforts should center on ensuring logistics training is relevant to the jobs personnel perform and ensuring personnel receive wholesale logistics training at the appropriate time.



TABLE 15

## COMPLETION OF LOGISTICS TRAINING COURSES

COURSE	PERCENT COMPLETING COURSE				
	LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL
LOGISTICS PLANS AND PROGRAMS OFFICER (G30LR6621000)	46	41	18	9	1
ACQUISITION PLANNING AND ANALYSIS (LOG 200)	1	-	1	1	2
LOG MATERIEL MANAGEMENT (LOG 200)	2	7	16	11	10
LOGISTICS MANAGEMENT (LOG 224)	2	10	23	19	12
ACQUISITION LOGISTICS (LOG 225)	6	8	15	12	5
PROVISIONING MANAGEMENT (LOG 260)	-	1	5	3	4
INTRODUCTION TO CONFIGURATION MANAGEMENT (SYS 028)	-	2	1	-	1
INTRODUCTION TO ACQUISITION MANAGEMENT (SYS 100)	5	9	4	5	4
FINANCIAL MANAGEMENT IN WEAPON SYSTEMS ACQUISITION (SYS 227)	-	2	-	2	-
APPLIED CONFIGURATION MANAGEMENT (SYS 228)	-	1	-	-	-
TECHNICAL ORDER ACQUISITION MANAGEMENT (SYS 230)	-	1	-	-	1
INTRODUCTION TO LIFE CYCLE COSTING (QMT 353)	2	1	2	2	2

Denotes 0 percent

Totals do not equal 100 percent since some respondents have not attended training courses

## WHOLESALE AND RETAIL ISSUE

As stated in previous sections, the Logistics utilization field can be divided into wholesale and retail areas. This is important in the sense that both areas have the same overall mission--to logistically support the United States Air Force, but have very different responsibilities in accomplishing this.

The jobs performed by Logisticians are listed in Table 9. Of these, four jobs have a majority of officers performing wholesale duties; foreign military sales, management, acquisition management, and critical item management. Officers currently holding a wholesale job account for approximately one-fifth of Logistics officers. About 80 percent of the overseas assignments and 60 percent of those in the continental United States are in retail logistics. A fourth of the logistics population is overseas.

Acquisition management has the largest concentration of wholesale jobs and is the main concern in regard to splitting the current utilization field. This issue centers on deciding if acquisition management is large enough and unique enough to justify a separate field. The concern in the event of a split is that retail Logisticians could find it difficult to support overseas assignments since most logistics jobs abroad are retail jobs. In keeping the two areas together, the issue then focuses on training requirements.

Wholesale and retail logistics require different training. Current training policy has established a retail level course at Lowry AFB CO and wholesale training through AFIT at Wright Patterson AFB OH in the form of several short courses. High percentages of lieutenants (46 percent) and captains (41 percent) have completed retail logistics training. While low percentages of Logistics officers are completing wholesale logistics training, the main concern is when these officers are receiving this training. Officers should attend wholesale logistics training prior to assignment to a wholesale job.

Job satisfaction is fairly high in regard to job interest, utilization of talent, and sense of accomplishment gained from work. Utilization of training, however, is relatively low, regardless of whether the job is a wholesale or retail job. Many officers (33 percent) cross-train into the Logistics field from other fields, some are in a career broadening assignment (7 percent), and a few are in a rated supplement (4 percent). In these cases, training received prior to assignment to the Logistics field could cause the ratings to be lower than if just considering logistics training. The relatively low percentages of officers attending training in such a complex utilization field could also be a reason for lower ratings for utilization of training, and most officers are answering from this perspective. While utilization of training is fairly low, it is not in only one area, which does not lend support to separate utilization fields, but does to keeping wholesale and retail logistics together with some training modifications. As stated previously, general changes might include scheduled wholesale logistics training prior to initial assignment in a wholesale job.

## BACKGROUND INFORMATION

Tables 16-24 are provided for other characteristics of logistics officers that may not be specifically discussed in narrative sections of this report.

TABLE 16  
DAFSC DISTRIBUTION OF SURVEY RESPONDENTS  
BY MAJOR COMMAND

MAJCOM	PERCENT OF DAFSC GROUP				
	<u>6611</u>	<u>6616</u>	<u>6621</u>	<u>6624</u>	<u>0046</u>
AFLC	25	23	31	21	38
SAC	15	8	16	7	12
USAFE	14	6	7	21	2
MAC	11	4	10	7	2
TAC	9	11	16	13	4
HQ USAF	3	10	-	2	8
AFSC	3	4	8	5	5
ATC	3	1	3	3	2
NATO	3	3	3	-	3
CENTCOM	3	2	-	-	-
EUCOM	2	3	-	*	-
SPCMD	2	2	1	-	2
PACAF	1	4	2	10	3
AFCC	*	1	3	-	1
DLA	-	1	-	-	3

\* Denotes less than 1 percent

- Denotes 0 percent

Totals do not equal 100 percent since all MAJCOMs are not represented

TABLE 17

## PAYGRADE OF SURVEY RESPONDENTS BY MAJOR COMMAND

MAJCOM	PAYGRADE OF RESPONDENTS IN EACH MAJCOM				
	LT	CAPT	MAJ	LT COL	COL
TAC	26	11	11	8	3
SAC	26	12	3	9	9
AFLC	10	22	33	24	37
AFSC	10	3	4	6	4
MAC	7	9	4	3	4
PACAF	6	7	4	2	4
ATC	6	2	2	2	2
USAFE	4	20	10	2	3
AFCC	1	1	1	-	2
HQ USAF	-	1	5	13	7
NATO	-	*	2	3	2
EUCOM	-	-	3	2	-
CENTCOM	-	*	2	2	-
DLA	-	-	-	2	4
SPCMD	-	1	1	2	2

- Denotes 0 percent

\* Denotes less than 1 percent

TABLE 18

## PAYGRADE OF SURVEY RESPONDENTS BY DAFSC

GRADE	PERCENT OF SURVEY RESPONDENTS IN EACH PAYGRADE				
	6611	6616	6621	6624	0046
LIEUTENANT	10	4	52	34	-
CAPTAIN	22	6	25	47	-
MAJOR	17	67	5	11	-
LIEUTENANT COLONEL	8	60	-	2	30
COLONEL	1	6	-	-	93

TABLE 19  
ORGANIZATIONAL LEVEL OF PRESENT JOB

LEVEL	PERCENT OF DAFSC GROUP				
	<u>6611</u>	<u>6616</u>	<u>6621</u>	<u>6624</u>	<u>0046</u>
DETACHMENT, FLIGHT, OR OL	4	3	3	4	2
SQUADRON	3	1	8	8	*
GROUP	5	2	5	6	3
WING	27	13	35	22	4
AIR DIVISION	23	26	31	27	37
NUMBERED AIR FORCE	25	24	14	28	29
MAJOR COMMAND	9	16	1	*	11
JOINT SERVICE	2	13	1	4	11
DOD OR HQ USAF	2	2	2	1	3

\* Denotes less than 1 percent

TABLE 20

## JOB INTEREST

	<u>PERCENT OF DAFSC GROUP RESPONDING</u>				
	<u>6611</u>	<u>6616</u>	<u>6621</u>	<u>6624</u>	<u>0046</u>
INTERESTING	82	85	88	85	91
NEUTRAL	9	8	7	6	5
DULL	9	7	5	9	4

TABLE 21

## JOB UTILIZES TALENTS

	<u>PERCENT OF DAFSC GROUP RESPONDING</u>				
	<u>6611</u>	<u>6616</u>	<u>6621</u>	<u>6624</u>	<u>0046</u>
FAIRLY WELL	66	69	53	67	82
VERY LITTLE OR NOT AT ALL	34	31	47	33	18

TABLE 22

## JOB UTILIZES TRAINING

	<u>PERCENT OF DAFSC GROUP RESPONDING</u>				
	<u>6611</u>	<u>6616</u>	<u>6621</u>	<u>6624</u>	<u>0046</u>
FAIRLY WELL	45	55	47	58	65
VERY LITTLE OR NOT AT ALL	54	43	52	41	29

TABLE 23  
CAREER FIELD PLANS

	PERCENT OF DAFSC GROUP RESPONDING				
	<u>6611</u>	<u>6616</u>	<u>6621</u>	<u>6624</u>	<u>0046</u>
STAY IN 66XX/0046	43	73	27	50	73
CROSS TRAIN OUT	4	3	10	9	4
UNDECIDED	19	7	22	18	6
SEPARATE	2	*	*	2	*
OTHER (RATED SUPPLEMENT OR CAREER BROADENING)	24	12	27	11	16

\* Denotes less than 1 percent

TABLE 24  
AIR FORCE CAREER INTENTIONS

	PERCENT OF DAFSC GROUP RESPONDING				
	<u>6611</u>	<u>6616</u>	<u>6621</u>	<u>6624</u>	<u>0046</u>
SEPARATE WITHOUT RETIREMENT BENEFITS	3	*	*	2	*
WILL DECIDE LATER, PROBABLY LEAVE BEFORE RETIREMENT	3	1	4	4	*
WILL DECIDE LATER, PROBABLY STAY FOR RETIREMENT	5	2	18	15	1
RETIRE WITH RETIREMENT BENEFITS	89	97	78	78	99

\* Denotes less than 1 percent

## Summary

Analysis of the Logistics Plans and Programs Officer utilization field revealed a variety of jobs being performed by respondents. Some of the issues raised in this report require further discussion among Logisticians to resolve the current dilemma between wholesale and retail areas.

The JOB STRUCTURE ANALYSIS identified many jobs, several of which grouped together to form a number of broad job categories: Mobility, Resource Plans, Plans and Programs, Inspecting, Foreign Military Sales, Management, Acquisition Management, Financial Management, Logistics Staff, and MAJCOM Staff. The smaller, more specific jobs included: Wing Resource Management, Wing Mobility Plans, Mobility Management Training, Pre-positioned Asset Strategy, ADP Requirements Management, Critical Item Management, and War Reserve Materiel Management. None of the jobs were performed by personnel from a specific specialty, although definite trends were evident (see Table 7). Incumbents generally are satisfied with their jobs, with Wing Mobility Plans, Mobility Management Training, and MAJCOM Staff officers being noticeable exceptions. Wing Mobility Plans officers reported the lowest sense of accomplishment gained from work.

Specialty job descriptions from AFR 36 1 paralleled actual job performance. Generally, the DAFSCs divide Logisticians by level of management, with DAFSC 662X personnel resembling a company grade officer version of the Staff Officer DAFSC, with more concentration on mobility, contingency planning, and exercise planning. DAFSC 0046 personnel are at the top of the management structure and also have responsibility for much of the financial and personnel resource management.

Training is a concern regardless of whether this utilization field divides. Specifically, wholesale logistics training is attended by a minimal number of incumbents. The retail logistics course trains most of the officers receiving training only to have a portion sent into wholesale logistics jobs. Utilization of training was not overwhelmingly high for any job group, with Plans and Programs, Pre-positioned Asset Strategy, MAJCOM Staff, and War Reserve Materiel Management officers feeling their training was not well utilized.

Most Logistics officers intend to remain in their present field, which supports the finding of general job satisfaction. There is indication that entry-level personnel are the most negative with respect to remaining in the career field. This same indication is also prevalent with DAFSC 662X personnel.

The major concern evident from this analysis is the conflict between wholesale and retail logistics. The support for a division of the two areas into separate fields focuses on training problems and task differences. Conversely, a split could cause tremendous manning problems. The importance of the factors involved must be scrutinized and weighed in order to devise a feasible solution.



**END**

**FILMED**

**7-85**

**DTIC**